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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:			EXTENSION	NO.	
STAT	Support Bulletin Editor/OP			DATE	21 June 1971

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Mr. Wattles, ADDS 7-D-24 - Hqs.				Attached per your request is a re-write of the proposed article on Agency communication problems for the July issue of the Support Bulletin.
2.				
3.				I have included something from each of the Deputies papers and, as you will note, I have borrowed considerably from your paper.
4.				
5.				Since I have made no direct reference to any of the Deputies papers I would hope that, with your concurrence, the article may be submitted to Colonel White without further review by other Directorates.
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The Agency's Communication Problem
by [   ] DDS/OP

This article outlines the Deputy Directors' responses to Colonel White's request at the 16 March 1971 Deputies meeting that each prepare a memorandum on communication within his Directorate.

From the onset it should be remembered that this problem is not by any means unique to CIA. In this Agency the problem is further compounded by the "need to know" principle and existing compartmentation. Nonetheless, the Agency has experienced less overt evidence of disquiet than have some other agencies. Problems in communication are not limited solely to the "young". Neither is youth the only group interested in improving communications. The problem requires attention at all organizational levels. As a result of training efforts and seminars, some youthful officers may be more sensitive to communication problems than more senior officers.

Successful communication depends in the first place on attitude and desire to establish mutual understanding. If either the communicator or the person being communicated with lacks the desire for mutual understanding, communications cannot be successful. Communications are achieved in different ways depending upon the size and complexity of the

component, its physical location, functional responsibilities, personnel structure, and the personalities and management styles of the supervisors.

On the whole the Deputies felt that their offices were doing a creditable job in recognizing communication problems; management is conscious of the team effort needed in successfully shaping ideas and solutions to problems without false standards of "need to know".

It was generally conceded that basic communications will not be greatly improved within the Agency by the establishment of artificial gimmicks: the creation of special boards and panels, task forces, various kinds of newsletters, etc. These can often help and certainly the inclusion of young people in the deliberations of many of our formal committees and boards is a good thing; but the real problem in communicating rests with the posture of leadership from the top on down to the closest supervisor. Senior officers are encouraged to meet and talk with employees in the employee's work space as a direct means of expressing interest, desire and intent to communicate.

It seems to be a matter of skill or the lack of it in interpersonal relations that obstructs the exchange of information between management and employee. This is especially true at the lower echelons. Often enough, first line supervisors are there because of their technical abilities; many are completely inept in terms of relating on the human plane to their subordinates. If people can be talked with on a regular basis by

their immediate bosses as individuals; if the _why_, the what, and how is explained to them patiently and thoughtfully; if they are kept busy; if they are told how their jobs fit into the overall scheme of things; and if the supervisor is as willing to listen as he is to talk; then, perhaps communications will not be a problem at all.

Some of the more noteworthy suggestions by the Deputies on how to accomplish the desired results are:

a. Greater emphasis on the proper and continuing use of direct person to person communication at all levels. This awareness can be accomplished in large part through wider participation in formal training courses (supervision, management, managerial grid, etc.).

b. The fostering of a greater personal sense of mission, commitment, and understanding of intelligence work and the Agency's role in world affairs.

c. Sharpened awareness on the part of officials at all levels that their actions may be communicating a message quite at variance with their words.

d. To provide more unstructured and informal forums for the face to face exchange of information and opinion between employees and senior officials.

e. Providing employees who have questions concerning Agency policies or practices with an opportunity to study the matter in question thoroughly and contribute constructive recommendations with the assurance that such recommendations will receive full and adequate consideration.

In the opinion of the editors of the Support Bulletin this article is a candid expression of Management's concern and willingness to shoulder the necessary responsibility for improving communications. We also believe that the publication of this article is in itself a big step toward better Agency communications between management and employee.